

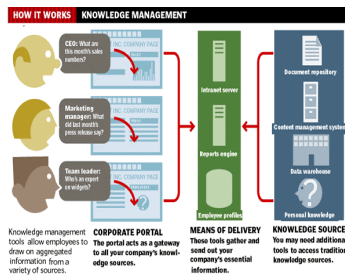


INFORMATION MANAGEMENT ELECTRONIC NEWS LETTER

"Improving Customer Awareness through better Communications"

Vol 2 Rel 8

May 2001



Knowledge Management - What is it? How can we benefit from it?

(Reprint from last Year) Many of our readers have asked about a new term

called "Knowledge Management" and what it means as it relates to corporate resources and technology. The term knowledge management is really not a new term but one that has been around for several years. The essence of knowledge management is defined in the following two definitions:

Knowledge Management is *"a business activity with two primary aspects: Treating the knowledge component of business activities as an explicit concern of business reflected in strategy, policy, and practice at all levels of the organization; and making a direct connection between an organization's intellectual assets--both explicit (recorded) and tacit (personal know-how)--and positive business results."*

Knowledge management is *"a set of practices that includes identifying and mapping intellectual assets within organizations, generating new knowledge for competitive advantage, making vast amounts of corporate information accessible, sharing best practices, and applying management strategies and technology that support all of the above."* --CAP Ventures

As you can see by the definitions, knowledge management is not just a term but a mind set which leverages corporate information, technology, and know-how to enhance business activities / processes to improve strategic decision making. There are two critical components that are tightly linked to knowledge management: "*Process*" and "*Information*". Businesses don't run on data. They run on information compiled from many data sources and the knowledge of how to put that *Information* to good use - *Process*. You can build a business system, i.e. CEFMS, PROMIS, etc., and fill it with data, but how do you convert data and human intuition and build a knowledge base--literally a repository of knowledge--that works!

There are many schools of thought on how one actually starts off on such an endeavor to build and employ a Knowledge Management solution within their company. Regardless of the technology, the amount of raw data available defining your *Process* is critical in identifying the types and amount of data needed to optimize the data collection processes used to transform data into useful *Information*. The *Information* must be reliable, timely, and rich, designed and coupled tightly to its audience needs. What is very interesting about this field of study is that most of the data needed already exist within legacy system(s) or is produced by an existing process(s).

As for Information Technology (IT), it provides the tactical and strategic vehicle for managing and disseminating information throughout the corporation. As the corporation / organization evolves so does the information, building on itself, sustaining its quality through Process feedback and refinement.



Reengineering the Huntsville Web Site -

By: Integration and Implementation Division:

Everyone knows the Center has its own web site that can be found at

<http://www.hnd.usace.army.mil>.

This site is used as a tool to

project to our customers information pertaining to our mission, organization, services, programs and projects. It is also a resource used by the Center to coordinate activities and disseminate information to the workforce. Our Web Site has, as with the private sector, become an operational necessity for conducting business.

Regulations! As with most things we do as government agencies, we have a set of regulations and guidelines for how to design, construct, manage, and operate our web resources. [ER 25-1-99](#) and [ER 25-1-2](#) are two of the regulations that form the framework from which we develop, engineer, and manage our Web Site at Huntsville Center.

What are the problems? In the past the Center has had a difficult time trying to maintain our Web pages and related information. This is due in part to organizational as well as personnel changes. Our Web Site has evolved over time, with pages and information being placed out on our



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site without proper reviews and coordination. The lack of a comprehensive program has growing a growing impact on both the content as well as the operational integrity of our Web Site. This, coupled with the changes in the regulations and policies, has made management reassess how this technology is being used and what strategy should be employed to improve the management and functionality of this corporate resource.

How do we fix it? There are several actions that are ongoing that will address both the short and long term challenges of developing and managing our Web Site. The immediate challenge facing the Center is to bring this resource back in compliance with the regulations. Based on the regulatory changes, IM identified, updated, and incorporated into the Center's local policy the roles and responsibilities of: Director of Information Management, Public Affairs, Office of Counsel, Web Site Manager, Web Master, Page Master, Content Providers. They can also be found in Outlook, under Public Folders/Local Regulations and Policies/ Policy Memorandums, listed as PM00-02 and PM00-03 in the Public Folder.

Another area needing immediate attention is the redesign of our Web Site. This is being accomplished through the use of contractor as well as government resources. The team will meet with the Command Staff, Directors, and Office Chiefs to solicit requirement information for the Web reengineering efforts.

The long-term solution will require everyone's cooperation and compliance with Web policies and regulations in order to sustain as well as enhance our Web resources. IM will provide updates to its readers as this initiative progresses.

cases dealing with improper use of government resources. Cases dealing with individuals running personal businesses from Government offices, persons visiting pornographic web sites and printing / storing offensive material on government resources.

Recently, the Center experienced several cases of its own where individuals were caught visiting adult web sites using Government computers. Individuals are reminded the Command has zero tolerance for this type of conduct in the work place. In every case the individuals involved were officially reprimanded and sent home for a period of time with no pay.

Again, the automation and communications resources used in the Center belong to the Government and are paid for by the taxpayers. If you have any questions pertaining to the proper use of government resources please see your supervisor or contact IM.



Suggestions

If you would like to make a suggestion on how we can improve our services or would like to make a suggestion on ways to improve

this letter please fill out our suggestion form. Click here



**Improper Use of
Government
Resources - Idle
Hands are the Devil's
Playground. - (Reprint
from April's
Newsletter)**

Across the government
there is an increasing
amount of reported